

## Basic Analyses and Short Term Improvements Phase I – 30 days (February 19 through March 19, 2004)

Task	Description (business opportunity/scope/goal)	Team Lead* and Members
<ul style="list-style-type: none"> <li><b>Analyze Current Quality Controls</b> <ul style="list-style-type: none"> <li>Office of Executive Resources (OER)</li> <li>Office of Director</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li><b>business opportunity:</b> prepare high quality documents for CFO/ASA approval/signature that reflect complete analysis and required internal/external coordination</li> <li><b>scope:</b> for OER and other OHRM cases - document “as is” process, complete random sample of empirical data, benchmark other Federal agencies and OS Offices, develop a coordination model/decision table to ensure appropriate coordination, propose structural or workflow “to be” improvements and propose new process cycle time</li> <li><b>goal:</b> 90% of documents error free and appropriately coordinated</li> </ul>	<p><b>Jamie Carlyle*</b>, Karen Gard, Juanita Shanks, Phyllis Alexander , Adrienne Brady, Terri Lucente</p> <p>Consultant: Rick Dubik</p>
<ul style="list-style-type: none"> <li><b>Conduct Top-Down Baseline Analyses</b> <ul style="list-style-type: none"> <li>Funding</li> <li>Staff Skills</li> <li>Workload</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li><b>business opportunity:</b> ensure that resources are properly allocated and funding is available for OHRM Transformation</li> <li><b>scope:</b> review of total budget</li> <li><b>goal:</b> identify sufficient funding to meet OHRM Transformation and mission needs</li> <li><b>business opportunity:</b> identify skills and quantity and frequency of workload</li> <li><b>scope:</b> conduct skills assessment inventory and workload assessment inventory</li> <li><b>goal:</b> inventory OHRM competencies (skills) and workload</li> </ul>	<p><b>Jan Hoffheins*</b>, Lisa Casias, Jimmy Barrack, Jennifer Ayers, Cynthia Sullivan</p> <p><b>Alethea Long-Green*</b>, Janice Guinyard, Sheila Fleishell, Beverly Brebnor, Mike Cohen, Cherie Russell, Tom Kreider, Lorraine Shackelford</p> <p>Consultant: Fran White</p>
<ul style="list-style-type: none"> <li><b>Analyze Case Management Systems</b></li> </ul>	<ul style="list-style-type: none"> <li><b>business opportunity:</b> identify administrative process tracking and measurement tool</li> <li><b>scope:</b> review administrative assignment and documentation processes to develop, modify or procure a personnel/administrative tracking and measurement system</li> <li><b>goal:</b> leverage or develop a rapid prototype administrative tracking and measurement system unless analysis shows it is not viable</li> </ul>	<p><b>Richard Hartman*</b>, Rick Dubik, Dale Lanser, Dennis Sutch , Juanita Shanks</p>
<ul style="list-style-type: none"> <li><b>Strengthen Communications (Internal and External)</b></li> </ul>	<ul style="list-style-type: none"> <li><b>business opportunity:</b> provide information on OHRM Transformation to internal and external customers</li> <li><b>scope:</b> develop and implement marketing strategy to roll-out various parts of the plan at different times to convey what clients will see in results within the next 30, 60, 120, and 240 days and redesign staff meeting format to include operational models</li> <li><b>goal:</b> market OHRM Transformation to customers and stakeholders to build relationships and obtain feedback</li> </ul>	<p><b>Deborah Jefferson*</b>, Juanita Shanks, Janice Guinyard, Alethea Long-Green, Tom Kreider, Lorraine Shackelford</p>

## Alternative Business Case Analyses Phase II – 60 days (February 19 through April 18, 2004)

Task	Description (business opportunity/scope/goal)	Team Lead* and Members
<ul style="list-style-type: none"> <li>Assess NAPA's Recommendations</li> </ul>	<ul style="list-style-type: none"> <li><b>business opportunity:</b> create a modern, functional, customer driven organization that maximizes use of resources</li> <li><b>scope:</b> diagnosis of current organizational structure using results of workload analysis and other management tools</li> <li><b>goal:</b> develop an alternative organizational structure to ensure optimal functioning</li> </ul>	<b>John Phelan*</b> , Fran White Ed Liverani, Denise Wells, Carol Hayashida, Mary King, Jeff Miller
<ul style="list-style-type: none"> <li>Fill Critical Staffing Needs</li> </ul>	<ul style="list-style-type: none"> <li><b>business opportunity:</b> determine staffing level based on data and strengthen the capacity of OHRM through targeted hiring to provide technical strength for OHRM</li> <li><b>scope:</b> review of all vacancies using analyses of workload and skills inventories</li> <li><b>goal:</b> restructure positions to strengthen and build OHRM technical capacity based on OHRM Transformation needs</li> </ul>	<b>Deborah Jefferson*</b> , Jan Hoffheins, Jerry Lucas, OHRM Office Directors
<ul style="list-style-type: none"> <li>Develop Business Case Proposal for Case Management Tracking System</li> </ul>	<ul style="list-style-type: none"> <li><b>business opportunity:</b> identify administrative process tracking and measurement tool</li> <li><b>scope:</b> use analysis and functional requirements developed in Phase 1 to develop a business case proposal that outlines alternatives</li> <li><b>goal:</b> Develop administrative tracking and measurement system proposal that will serve as a proof-of-concept for the Office of the Secretary</li> </ul>	<b>Richard Hartman*</b> , Rick Dubik, Dale Lanser, Dennis Sutch, Juanita Shanks
<ul style="list-style-type: none"> <li>Ensure a Continuous Focus on Error Detection and Correction Techniques</li> </ul>	<ul style="list-style-type: none"> <li><b>business opportunity:</b> implement systematic processes and procedures for ensuring error-free documents which improve OHRM support to the customer</li> <li><b>scope:</b> incorporate records from the case management tracking system, and newly implemented quality assurance processes, develop a methodology and assign all levels of responsibility for explaining the reason for errors (instead of just requiring corrections) and provide for the transfer of that information to all staff members through training or ongoing development of procedural guidance</li> <li><b>goal:</b> develop a systematic process to ensure that errors are identified and implement a feedback process to minimize repeat errors</li> </ul>	<b>Jan Hoffheins*</b> , Juanita Shanks, April Prather- Nichols, Carin Otero, Claudia McMahon, Charles McEnerney, Robert Wiggins, Linda Kirton
<ul style="list-style-type: none"> <li>Develop Organizational Performance Metrics Plan</li> </ul>	<ul style="list-style-type: none"> <li><b>business opportunity:</b> implement a compelling, efficient, integrated, and informative method to collect and analyze performance metrics for core processes and validate HR's value to achieving the Department's mission</li> <li><b>scope:</b> incorporate external influences such as APP, GPRA, etc. to develop a plan for identifying current performance measures, identifying current data and where to obtain, establish baseline measures, and assess the need for and process to develop new standards by which OHRM performance will be measured</li> <li><b>goal:</b> develop metrics to capture, present, and determine success</li> </ul>	<b>Alethea Long-Green*</b> , Michael Osver, Roslyn Hoover, Michael Cohen, Tom Kreider, OMO representative, bureau representatives  Consultant: Janice Guinyard

**Implementation of Mid-Point Solutions Phase III – 120 days  
(February 19 through June 17, 2004)**

Task	Description (business opportunity/scope/goal)	Team Lead* and Members
<ul style="list-style-type: none"> <li>• <b>Develop Organizational Performance Metrics</b> - <b>Align Individual Performance Evaluations</b></li> </ul>	<ul style="list-style-type: none"> <li>- <b>business opportunity:</b> implement compelling, efficient, integrated, and informative method to collect and analyze performance metrics for core processes and validate HR's value to achieving the Department's mission</li> <li>- <b>scope:</b> use customer driven OHRM organizational performance metrics designed and implemented via integrated/automated system in Phase 3 to collect and analyze data</li> <li>- <b>goal:</b> tie organizational performance to the performance plans of individual employees, assess individual and organizational performance against the metrics</li> </ul>	<p><b>Michael Osver*</b>, Alethea Long-Green, Roslyn Hoover, Michael Cohen, Tom Kreider, OMO representative, bureau representatives</p>
<ul style="list-style-type: none"> <li>• <b>Develop Pilot Service Level Agreement (SLA) Process</b></li> </ul>	<ul style="list-style-type: none"> <li>- <b>business opportunity:</b> increase customer satisfaction with OHRM services and products through coordinated agreements with the bureaus</li> <li>- <b>scope:</b> identify core processes appropriate for SLAs, est. standards of service, id. roles and responsibilities of OHRM, OHRM suppliers (budget, legal review, etc.) and bureaus, such as cycle time, quality, review process, cost, volume and FTE dedicated to the process, use CIO and PTO as best practices for using and developing SLA's</li> <li>- <b>goal:</b> execute service level agreement(s) between OHRO and customer base</li> </ul>	<p><b>Mary King*</b>, Fran White, Dorbi Sullivan, Linda Kirton, OHRM Office Directors</p> <p>Consultants: Principal Human Resources Managers</p>
<ul style="list-style-type: none"> <li>• <b>Launch Pilot Entry-Level Hiring Program</b></li> </ul>	<ul style="list-style-type: none"> <li>- <b>business opportunity:</b> develop an OS pilot entry level hiring program for administrative and technical positions</li> <li>- <b>scope:</b> implement corporate recruitment strategy at academic institutions</li> <li>- <b>goal:</b> appoint at least five participants to the program</li> </ul>	<p><b>Jerry Lucas*</b>, Mary King, Linda Kirton, Debbie Hall, Carin Otero, Colette Davis</p>
<ul style="list-style-type: none"> <li>• <b>Improving Workforce Demographics and Capacity</b></li> </ul>	<ul style="list-style-type: none"> <li>- <b>business opportunity:</b> to develop a plan and strategies to recruit, sustain and retain a high performing and diverse workforce by improving strategic human capital management by analyzing the workforce planning data, aligning people and competencies, and providing the resources and technology which enable our workforce to perform and deliver excellent performance in a safe and results-oriented working environment</li> <li>- <b>scope:</b> analyze Commerce and CLF workforce demographics, benchmark with agencies that have achieved green in decreasing under-presentation, partner with the bureaus to develop corporate and regional strategies, and develop an accountability framework to ensure a committed approach to improving the workforce profile</li> <li>- <b>goal:</b> demonstrate x% increase in workforce profile through target recruitment, outreach, and development strategies</li> </ul>	<p><b>Alethea Long-Green*</b>, Deborah Hayes, Kristen Brandenburg, Mercedes Olivieri, Paul Barsnica, Syble McNair Mills, Thomas Krieder</p>

<ul style="list-style-type: none"> <li>• <b>Conduct Customer Service and HR Competencies Training</b></li> </ul>	<ul style="list-style-type: none"> <li>- <b>business opportunity:</b> provide consistent and courteous customer focused HR services</li> <li>- <b>scope:</b> identify and select training source, conduct training in OHRM</li> <li>- <b>goal:</b> all OHRM employees receive customer service training appropriate to their organizational role and responsibilities</li> </ul>	<p><b>Janice Guinyard*</b>, Julie Law, Lisa Brandon Clark</p> <p>Consultants: Alethea Long-Green and Fran White</p>
<ul style="list-style-type: none"> <li>• <b>Launch Pilot Case Management System</b></li> </ul>	<ul style="list-style-type: none"> <li>- <b>business opportunity:</b> pilot administrative process tracking and measurement tool</li> <li>- <b>scope:</b> deploy, assess and analyze tracking and measurement tool for utility and performance to carry out functional requirements</li> <li>- <b>goal:</b> migrate administrative tracking and measurement system to serve as a functional administrative tool for the Office of the Secretary</li> </ul>	<p><b>Richard Hartman*</b>, Rick Dubik, Dale Lanser, Dennis Sutch , Juanita Shanks</p>
<ul style="list-style-type: none"> <li>• <b>Fill Critical Staffing Needs</b></li> </ul>	<ul style="list-style-type: none"> <li>- <b>business opportunity:</b> determine staffing level based on data and strengthen the capacity of OHRM through targeted hiring to provide technical strength for OHRM</li> <li>- <b>scope:</b> review of all vacancies using analyses of workload and skills inventories</li> <li>- <b>goal:</b> restructure positions to strengthen and build OHRM technical capacity based on OHRM Transformation needs</li> </ul>	<p><b>Deborah Jefferson*</b>, Jan Hoffheins, Jerry Lucas, OHRM Office Directors</p>
<ul style="list-style-type: none"> <li>• <b>SES Certification</b></li> </ul>	<ul style="list-style-type: none"> <li>-<b>business opportunity:</b> develop an SES performance system based on OPM's forthcoming new guidance which reflects the linkage between SES performance and the agency's mission/strategic goals</li> <li>- <b>scope:</b> review current DOC performance system against the OPM criteria</li> <li>- <b>goal:</b> ensure a system is developed that is in line with OPM's guidance and meets the certification requirements</li> </ul>	<p><b>Mary King*</b>, Monica Matthews, Tyra Smith, Doris Brown, Tom Messenburg, Bill Koch, Sue Okubo, Terri Lucente</p>
<ul style="list-style-type: none"> <li>• <b>SES Process Improvement</b></li> </ul>	<ul style="list-style-type: none"> <li>- <b>business opportunity:</b> provide timely SES performance process servicing</li> <li>- <b>scope:</b> reduce complexity of approval process for SES personnel actions</li> <li>- <b>goal:</b> reduce processing time by 50%</li> </ul>	<p><b>Tyra Smith*</b>, Marilia Matos, Mary King, Stephanie Shipp, Zane Schauer, Nancy Osborne, Chris O'Connor, Doris Brown, Darlene Haywood, Denise Howell Parker</p>

## Long-Term Action Plan Phase IV – 240 days (February 19 through October 15, 2004)

Task	Description (business opportunity/scope/goal)	Team Lead* and Members
<ul style="list-style-type: none"> <li>• <b>Develop Organizational Performance Metrics</b></li> <li>- <b>Align Individual Performance Evaluations</b></li> </ul>	<ul style="list-style-type: none"> <li>- <b>business opportunity:</b> implement compelling, efficient, integrated, and informative method to collect and analyze performance metrics for core processes and validate HR's value to achieving the Department's mission</li> <li>- <b>scope:</b> use customer driven OHRM organizational performance metrics designed and implemented via integrated/automated system in Phase 3 to collect and analyze data</li> <li>- <b>goal:</b> tie organizational performance to the performance plans of individual employees, assess individual and organizational performance against the metrics</li> </ul>	<b>Michael Osver*</b> , Alethea Long-Green, Roslyn Hoover, Michael Cohen, Tom Kreider, Ed Liverani, OMO representative, bureau representatives
<ul style="list-style-type: none"> <li>• <b>Implement Organizational Performance Metrics</b></li> </ul>	<ul style="list-style-type: none"> <li>- <b>business opportunity:</b> implement a compelling, efficient, integrated, and informative method to collect and analyze performance metrics for core processes and validate HR's value to achieving the Department's mission</li> <li>- <b>scope:</b> use the performance metrics generated in Phase 2 and the targets identified in the plan to develop an integrated/automated tool for monitoring org. performance</li> <li>- <b>goal:</b> design a set of customer driven OHRM organizational performance metrics and implement an integrated/automated system to collect and analyze data</li> </ul>	<b>Tom Kreider*</b> , Michael Cohen, Jimmy Barrack, Kristin Brandenburg, Gary Jacobs, Charlie McEnery, Michael Osver, Sally Sheperd, Sherry Cox, Diane Harriston, Linda Kirton  Consultant: Alethea Long-Green Kim Fleming, OAM
<ul style="list-style-type: none"> <li>• <b>Develop Pilot Service Level Agreement (SLA) Process</b></li> </ul>	<ul style="list-style-type: none"> <li>- <b>business opportunity:</b> increase customer satisfaction with OHRM services and products through coordinated agreements with the bureaus</li> <li>- <b>scope:</b> identify core processes appropriate for SLAs, est. standards of service, id. roles and responsibilities of OHRM, OHRM suppliers (budget, legal review, etc.) and bureaus, such as cycle time, quality, review process, cost, volume and FTE dedicated to the process, use CIO and PTO as best practices for using and developing SLA's</li> <li>- <b>goal:</b> execute service level agreement(s) between OHRO and customer base</li> </ul>	<b>Susan Reeves*</b> , Denise Howell Parker, Fran White, Dorbi Sullivan, Linda Kirton, Mary King, OHRM Office Directors  Consultants: Principal Human Resources Managers

<ul style="list-style-type: none"> <li>• <b>Implement SLA Process</b></li> </ul>	<ul style="list-style-type: none"> <li>- <b>business opportunity:</b> increase customer satisfaction with OHRM services and products through coordinated agreements with the bureaus</li> <li>- <b>scope:</b> use template designed in Phase 3 for service agreements with customers</li> <li>- <b>goal:</b> execute service level agreement(s) between OHRM and bureau customer base</li> </ul>	<p><b>Mary King*</b>, OHRM Office Directors, Jimmy Barrack, Jay Jamison, Katherine Mattingly</p>
<ul style="list-style-type: none"> <li>• <b>Launch Redesigned OHRM Website</b></li> </ul>	<ul style="list-style-type: none"> <li>- <b>business opportunity:</b> design user-friendly website that is inclusive of processes and procedures resulting from OHRM Transformation</li> <li>- <b>scope:</b> redesign website to be consistent with the new design of the Commerce-wide site, include frequently asked questions for subject-matter areas and use results of the surveys of users to make changes</li> <li>- <b>goal:</b> OHRM information is relevant, easy to locate, timely and markets OHRM mission and Transformation activity to customers</li> </ul>	<p><b>Lorraine Shackelford *</b>, Pamela Rinehart, Kristin Brandenburg, Tom Kreider, Census representative, Gary Jacobs, Marie Waters, April Prather-Nichols Consultant: CIO representative</p>
<ul style="list-style-type: none"> <li>• <b>Implement HR Functional Partnerships</b></li> </ul>	<ul style="list-style-type: none"> <li>- <b>business opportunity:</b> ensure proactive communication with bureaus regarding new HR legislation, policies, programs and systems</li> <li>- <b>scope:</b> develop guidance on the establishment and function of partnerships in all functional responsibilities such as staffing, employee/labor relations, human capital initiatives, IT, etc. and launch initial meetings to establish individual partnerships</li> <li>- <b>goal:</b> increase communication, coordination of HR issues with the bureaus, increase departmental understanding of HR issues, improve functional specialist knowledge base, develop a collaborative approach to both HR problem solving and launching new initiatives and provide an avenue for rapid information exchange including OPM guidance, departmental policy and procedures, and provide for timely implementation</li> </ul>	<p><b>Denise Yaag *</b>, Sheila Fleishell, Phyllis Alexander, Fran White, Jay Jamison, Phyllis Alexander, Michael Osver, Ed Liverani, Marie Waters, Lois Anderson</p> <p>Consultants: OHRM Office Directors and Principal Human Resources Managers</p>
<ul style="list-style-type: none"> <li>• <b>Reengineer Critical Core Administrative and Programmatic Processes</b></li> </ul> <p>- <b>Administrative</b></p>	<ul style="list-style-type: none"> <li>- <b>business opportunity:</b> improve overall customer satisfaction with targeted OHRM services and products</li> <li>- <b>scope:</b> identify critical core administrative HR processes and implement modified business process reengineering tools and techniques</li> <li>- <b>goal:</b> deliver streamlined customer-focused services and products</li> </ul>	<p><b>Juanita Shanks*</b>, Jimmie Barrack, Richard Hartman, Stephanie Davis OHRM Office Assistants</p>

<b>- SES Candidate Development Program</b>	<ul style="list-style-type: none"> <li>- <b>business opportunity:</b> develop a competency-based training and development program for employees at the GS-14 and GS-15 levels and equivalent who have the vision, talent, skills and desire to succeed in a SES Candidate Development Program</li> <li>- <b>scope:</b> provide a series of developmental experiences for a cadre of individuals who have a high potential for assuming executive responsibilities in the future, such as formal training and seminars, developmental assignments, Action Learning Projects and individual mentoring from current SES members</li> <li>- <b>goal:</b> prepare up to 35 future executives in mission critical occupations Department-wide</li> </ul>	<b>Fred Lang*</b> , Lisa Brandon Clark, Charlie McEnerney, Phyllis Alexander, Sandra Williams  Consultant-Janice Guinyard
<b>- Automated Hiring</b>	<ul style="list-style-type: none"> <li>- <b>business opportunity:</b> provide the highest quality candidates to all hiring managers within the DOC</li> <li>- <b>scope:</b> pursue automated solutions available through the current eGov initiatives as outlined in the President's Management Agenda and simplify the process of locating and applying for Federal jobs</li> <li>- <b>goal:</b> ensure that the tools for conducting assessments of applicant quality are properly and effectively used by both the hiring managers and HR so that the goal is met for attracting and hiring the most qualified applicants</li> </ul>	<b>Tom Kreider*</b> , Ruby May , OCIO, Debby Hall, Sally Shephard, Linda Kirton, Adrienne Brady, OHRM Transformation Core Group  Consultants: Mary King and Fran White
<b>- Executive Leadership Development Program</b>	<ul style="list-style-type: none"> <li>- <b>business opportunity:</b> develop a competency-based training and development program for employees at the GS-13 and GS-14 levels and equivalents</li> <li>- <b>scope:</b> benchmark agencies and develop customized 24 month program</li> <li>- <b>goal:</b> implement pilot training and development opportunity for up to 35 employees Department-wide</li> </ul>	<b>Mike Cohen*</b> , Paul Jordan, Mercedes Olivieri, Gwyn Robson, Linda Snow, Joan Jorgenson
<b>-Aspiring Leaders</b>	<ul style="list-style-type: none"> <li>- <b>business opportunity:</b> develop a competency-based training and development program for employees at the GS-9 through GS-12 levels and equivalents</li> <li>- <b>scope:</b> benchmark agencies and develop customized 24 month program</li> <li>- <b>goal:</b> implement pilot training and development opportunity for up to 30 employees Department-wide</li> </ul>	<b>Carin Otero</b> , Kristen Brandenburg, Colette Davis, Paul Jordan, Phyllis Alexander, Alex Mendez, Cherie Russell
<b>- Career Intern</b>	<ul style="list-style-type: none"> <li>- <b>business opportunity:</b> develop an OS pilot entry-level hiring program for administrative and technical positions</li> <li>- <b>scope:</b> implement corporate recruitment strategy at academic institutions</li> <li>- <b>goal:</b> appoint at least five participants to the program</li> </ul>	<b>Gail Smith *</b> , Mary King, Linda Kirton, Debbie Hall, Carin Otero, Colette Davis, Jerry Lucas
<b>- Administrative and Technical Support Staff Certificate Program</b>	<ul style="list-style-type: none"> <li>- <b>business opportunity:</b> develop a competency-based training and development certificate program for employees at the GS-2 through GS-8 levels and equivalents</li> <li>- <b>scope:</b> use blended learning approach (combination of on-line courses and classroom)</li> <li>- <b>goal:</b> offer training and development opportunity to employees Department-wide</li> </ul>	<b>Fred Lang*</b> , Lisa Brandon-Clark, Camille Carraway, Alex Mayes, Shardonah Walters Consultant -Janice Guinyard

<ul style="list-style-type: none"> <li>• <b>Implement Case Management System</b></li> </ul>	<ul style="list-style-type: none"> <li>- <b>business opportunity:</b> deploy administrative process tracking and measurement tool</li> <li>- <b>scope:</b> deploy, assess and analyze tracking and measurement tool for utility and performance to carry out functional requirements outside OHRM</li> <li>- <b>goal:</b> Office of the Secretary to adopt the OHRM administrative tracking and measurement tool</li> </ul>	<b>Richard Hartman*</b> , Rick Dubik, Dennis Sutch, Juanita Shanks, Denise Yaag
<ul style="list-style-type: none"> <li>• <b>Implement OHRM Staff HR Certification Program</b></li> </ul>	<ul style="list-style-type: none"> <li>- <b>business opportunity:</b> train HR staff to provide expert, comprehensive, solution-oriented HR consultation services to customers</li> <li>- <b>scope:</b> develop requirements and provide on-site training</li> <li>- <b>goal:</b> X percent of OHRM staff completes HR training and begins certification process</li> </ul>	<b>Joan Jorgenson *</b> , Jerry Lucas, Phyllis Alexander, Denise Howell Parker, Alex Mays, Camille Carraway Consultant: Doris Brown
<ul style="list-style-type: none"> <li>• <b>Improving Workforce Demographics and Implementing Diversity Recruitment Plan</b></li> </ul>	<ul style="list-style-type: none"> <li>- <b>business opportunity:</b> to develop a plan and strategies to recruit, sustain and retain a high performing and diverse workforce by improving strategic human capital management by analyzing the workforce planning data, aligning people and competencies, and providing the resources and technology which enable our workforce to perform and deliver excellent performance in a safe and results-oriented working environment</li> <li>- <b>scope:</b> analyze Commerce and CLF workforce demographics, benchmark with agencies that have achieved green in decreasing under-presentation, partner with the bureaus to develop corporate and regional strategies, and develop an accountability framework to ensure a committed approach to improving the workforce profile</li> <li>- <b>goal:</b> demonstrate x% increase in workforce profile through target recruitment, outreach, and development strategies</li> </ul>	<b>Mercedes Olivieri *</b> , Alethea Long-Green, Deborah Hayes, Tom Kreider, Fran White, Debby Hall, Alex Mendez, Colette Davis, Carin Otero, Roslyn Hoover, Clarissa Lara, Janice Guinyard  Consultants: Deborah Jefferson, Jerry Lucas, and Suzan Aramaki
<ul style="list-style-type: none"> <li>• <b>Fill Critical Staffing Needs</b></li> </ul>	<ul style="list-style-type: none"> <li>- <b>business opportunity:</b> determine staffing level based on data and strengthen the capacity of OHRM through targeted hiring to provide technical strength for OHRM</li> <li>- <b>scope:</b> review of all vacancies using analyses of workload and skills inventories</li> <li>- <b>goal:</b> restructure positions to strengthen and build OHRM technical capacity based on OHRM Transformation needs</li> </ul>	<b>Deborah Jefferson,*</b> Jerry Lucas, Juanita Shanks, Jimmy Barrack, OHRM Office Directors
<ul style="list-style-type: none"> <li>• <b>SES Certification</b></li> </ul>	<ul style="list-style-type: none"> <li>-<b>business opportunity:</b> develop an SES performance system based on OPM's forthcoming new guidance which reflects the linkage between SES performance and the agency's mission/strategic goals</li> <li>- <b>scope:</b> review current DOC performance system against the OPM criteria</li> <li>- <b>goal:</b> ensure a system is developed that is in line with OPM's guidance and meets the certification requirements</li> </ul>	<b>Mary King,*</b> Tyra Smith, Doris Brown, Tom Messenburg, Bill Koch, Sue Okubo, Terri Lucente, Monica Matthews
<ul style="list-style-type: none"> <li>• <b>SES Process Improvement</b></li> </ul>	<ul style="list-style-type: none"> <li>- <b>business opportunity:</b> provide timely SES performance process servicing</li> <li>- <b>scope:</b> reduce complexity of approval process for SES personnel actions</li> <li>- <b>goal:</b> reduce processing time by 50%</li> </ul>	<b>Tyra Smith,*</b> Marilia Matos, Mary King, Zane Schauer, Nancy Osborne, Chris O'Connor, Doris Brown, Darlene Haywood, Denise Howell Parker



**Long-Term Action Plan Phase V  
(February 19 through February 15, 2005)**

<b>Task</b>	<b>Description (business opportunity/scope/goal)</b>	<b>Team Lead* and Members</b>
<ul style="list-style-type: none"> <li><b>Develop Pilot Service Level Agreement (SLA) Process</b></li> </ul>	<ul style="list-style-type: none"> <li>- <b>business opportunity:</b> increase customer satisfaction with OHRM services and products through coordinated agreements with the bureaus</li> <li>- <b>scope:</b> identify core processes appropriate for SLAs, est. standards of service, id. roles and responsibilities of OHRM, OHRM suppliers (budget, legal review, etc.) and bureaus, such as cycle time, quality, review process, cost, volume and FTE dedicated to the process, use CIO and PTO as best practices for using and developing SLA's</li> <li>- <b>goal:</b> execute service level agreement(s) between OHRO and customer base</li> </ul>	<p><b>Mary King *</b>, Denise Howell Parker, Fran White, Dorbi Sullivan, Linda Kirton, OHRM Office Directors</p> <p>Consultants: Principal Human Resources Managers</p>
<ul style="list-style-type: none"> <li><b>Implement SLA Process</b></li> </ul>	<ul style="list-style-type: none"> <li>- <b>business opportunity:</b> increase customer satisfaction with OHRM services and products through coordinated agreements with the bureaus</li> <li>- <b>scope:</b> use template designed in Phase 3 for service agreements with customers</li> <li>- <b>goal:</b> execute service level agreement(s) between OHRM and bureau customer base</li> </ul>	<p><b>Mary King*</b>, OHRM Office Directors, Jimmy Barrack, Jay Jamison, Katherine Mattingly</p>
<ul style="list-style-type: none"> <li><b>Reengineer Critical Core Administrative and Programmatic Processes</b></li> </ul>		
<ul style="list-style-type: none"> <li>- <b>Administrative</b></li> </ul>	<ul style="list-style-type: none"> <li>- <b>business opportunity:</b> improve overall customer satisfaction with targeted OHRM services and products</li> <li>- <b>scope:</b> identify critical core administrative HR processes and implement modified business process reengineering tools and techniques</li> <li>- <b>goal:</b> deliver streamlined customer-focused services and products</li> </ul>	<p><b>Juanita Shanks*</b>, Jimmie Barrack, Richard Hartman, Stephanie Davis OHRM Office Assistants</p>
<ul style="list-style-type: none"> <li>- <b>Administrative and Technical Support Staff Certificate Program</b></li> </ul>	<ul style="list-style-type: none"> <li>- <b>business opportunity:</b> implement a competency-based training and development certificate program for employees at the GS-2 through GS-8 levels and equivalents</li> <li>- <b>scope:</b> use blended learning approach (combination of on-line courses and classroom)</li> <li>- <b>goal:</b> offer training and development opportunity to employees Department-wide</li> </ul>	<p><b>Fred Lang *</b>, Lisa Brandon-Clark, Camille Carraway, Alex Mayes, Shardonah Walters Consultant-Janice Guinyard</p>

<ul style="list-style-type: none"> <li>• <b>Implement OHRM Staff HR Certification Program</b></li> </ul>	<ul style="list-style-type: none"> <li>- <b>business opportunity:</b> train HR staff to provide expert, comprehensive, solution-oriented HR consultation services to customers</li> <li>- <b>scope:</b> develop requirements and provide on-site training</li> <li>- <b>goal:</b> X percent of OHRM staff completes HR training and begins certification process</li> </ul>	<p><b>Joan Jorgenson *</b>, Jerry Lucas, Phyllis Alexander, Denise Howell Parker, Alex Mays, Camille Carraway</p> <p>Consultant: Doris Brown</p>
<ul style="list-style-type: none"> <li>• <b>Implement Project Management Certificate Program</b></li> </ul>	<ul style="list-style-type: none"> <li>- <b>business opportunity:</b> close skill gaps using a competency-based course of studies for project management and IT project management leading to earning a certificate</li> <li>- <b>scope:</b> implement DOC-wide project management training and development to earn a certificate in project management or IT project management</li> <li>- <b>goal:</b> increase the number of students completing project management courses by 50 percent</li> </ul>	<p><b>Fred Lang*</b>, Lisa Brandon Clark, Gwyn Robson, Julie Law, Linda Snow</p> <p>Consultant – Janice Guinyard</p>
<ul style="list-style-type: none"> <li>• <b>Career Intern</b></li> </ul>	<ul style="list-style-type: none"> <li>- <b>business opportunity:</b> develop an OS pilot entry-level hiring program for administrative and technical positions</li> <li>- <b>scope:</b> implement corporate recruitment strategy at academic institutions</li> <li>- <b>goal:</b> appoint at least five participants to the program</li> </ul>	<p><b>Gail Smith*</b>, Mary King, Linda Kirton, Debbie Hall, Carin Otero, Colette Davis, Jerry Lucas</p>
<ul style="list-style-type: none"> <li>• <b>Implement HR Functional Partnerships</b></li> </ul>	<ul style="list-style-type: none"> <li>- <b>business opportunity:</b> ensure proactive communication with bureaus regarding new HR legislation, policies, programs and systems</li> <li>- <b>scope:</b> develop guidance on the establishment and function of partnerships in all functional responsibilities such as staffing, employee/labor relations, human capital initiatives, IT, etc. and launch initial meetings to establish individual partnerships</li> <li>- <b>goal:</b> increase communication, coordination of HR issues with the bureaus, increase departmental understanding of HR issues, improve functional specialist knowledge base, develop a collaborative approach to both HR problem solving and launching new initiatives and provide an avenue for rapid information exchange including OPM guidance, departmental policy and procedures, and provide for timely implementation</li> </ul>	<p><b>Denise Yaag *</b>, Sheila Fleishell, Phyllis Alexander, Fran White, Jay Jamison, Phyllis Alexander, Michael Osver, Ed Liverani, Marie Waters, Lois Anderson</p> <p>Consultants: OHRM Office Directors and Principal Human Resources Managers</p>
<ul style="list-style-type: none"> <li>• <b>Fill Critical Staffing Needs</b></li> </ul>	<ul style="list-style-type: none"> <li>- <b>business opportunity:</b> determine staffing level based on data and strengthen the capacity of OHRM through targeted hiring to provide technical strength for OHRM</li> <li>- <b>scope:</b> review of all vacancies using analyses of workload and skills inventories</li> <li>- <b>goal:</b> restructure positions to strengthen and build OHRM technical capacity based on OHRM Transformation needs</li> </ul>	<p><b>Deborah Jefferson,*</b> Jerry Lucas, Juanita Shanks, Jimmy Barrack, OHRM Office Directors</p>
<ul style="list-style-type: none"> <li>• <b>Develop and Implement Transition Plan</b></li> </ul>	<ul style="list-style-type: none"> <li>- <b>business opportunity:</b> develop and implement transition plan based on staffing levels for the Department of Commerce</li> <li>- <b>scope:</b> review of political appointee positions and other vacancies</li> <li>- <b>goal:</b> execute transition in the Office of the Secretary and Department-wide</li> </ul>	<p><b>Deborah Jefferson,*</b> Jerry Lucas, Juanita Shanks, OHRM Office Directors</p>

